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U.S. ARMY WAR COLLEGE
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INSIDE THIS ISSUE

- Unified Quest 2003
- Joint Land, Aerospace, and Sea Simulation
- Center for Army Analysis and War College sign Agreement
- Special Operations Conference on Education
- Senior Leader Education Program
- Civil-Military Cooperation to Protect the Environment in South America
- Reviewing the Portrayal of the Reserve Component in Army Exercises and War Games

USAWC SUPPORTS UNIFIED QUEST 2003

By Professor James Kievit
Department of the Army Support Branch

Unified Quest 2003, cosponsored by The Army and U.S. Joint Forces Command and conducted at Carlisle Barracks from 27 April to 2 May, was the capstone event in a yearlong series of war games, experiments, and seminars focused on military transformation. As a logical follow-on to the "Army After Next" and "Army Transformation Wargame" series, Unified Quest 2003 was the first time that U.S. Joint Forces Command and The Army together attempted to examine simultaneously several embedded experiments specific to each organization in a single futuristic war game. Unified Quest 2003 therefore represents a major step toward transforming the military through the application of spiral concept development.

The Army, U.S. Joint Forces Command, the other military Services, and the other U.S. Combatant Commands developed, in coordination, Unified Quest 2003 objectives in four topic areas:

- Integrated Global Operations
- Joint Concept Integration
- Joint Effects Generation
- Battle Command

Unified Quest 2003 was actually four semi-independent simultaneous games, which allowed focused examination and comparative analysis. Almost seven hundred senior government and military officials, interagency representatives, foreign military partners from thirteen countries, research analysts, and media representatives participated. Scenario start points and strategic guidance to the players were identical, with each player team operating in a global scenario of multiple, near-simultaneous crises in both the southwest Pacific and the Caspian Sea regions, as well as on-going stability and support operations elsewhere and Homeland Defense/Security issues in U.S. territory. Subsequent developments were the result of activities by the opposing Blue and Red player cells within each game.

The USAWC supported Unified Quest 2003 with facilities, including the Collins Center, Bliss Hall, Distinguished Visitors Quarters, and the LeTort View Community Club; information technology and audiovisual support staffs and technology; planning and assistance

with protocol, catering, and billeting; physical, personnel, and information security, as well as parking and access planning and management; and select faculty and student player participants and analysts.

Unified Quest 2003 established a new standard for future partnership between the military Services and Joint Forces Command on joint force development. Collaborative planning efforts for a Unified Quest 2004 war game, to be held at Carlisle Barracks in the late spring of next year, are already underway.

"Unified means something which we think is greater than jointness and the notion of a Quest recognizes that we are really exploring conceptual joint capabilities."

- Bill Rittenhouse
TRADOC Director of Wargaming

JOINT LAND, AEROSPACE, AND SEA SIMULATION (JLASS)

By COL Dale Eikmeier
Joint and Multinational Initiatives Branch

Twenty-six Army War College students along with ninety-one students from the other Senior Level Colleges participated in the annual Joint Land, Aerospace, and Sea Simulation (JLASS) from 31 March to 4 April at Maxwell Air Force Base. Building on the Army War College core course curriculum, JLASS is a practicum in the design and execution of theater-level campaign planning. In JLASS, Army War College students developed and fought campaign plans with



Students wargame solutions as part of the JLASS experience

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students from the other Senior Level Colleges in a free play, computer-assisted war game.

The objective of JCLASS is to promote joint professional military education of all participants by addressing key issues at the strategic and operational levels of war. Specific Army War College objectives include employment of operational art, integration of JOPES for land warfare, response to and employment options for weapons of mass destruction, development of information operations/warfare, translation of national strategy into military objectives, and investigation of emerging technology on future battlefields.

To accomplish these objectives, this year's scenario, set in the year 2013, included the Global War on Terrorism and homeland security along with regional threats in North Africa, the Persian Gulf, and South East Asia. The scenario succeeded in creating issues of national security policy and prioritization, coalition warfare, and resource prioritization and allocation.

Participants' role-played the joint staff, unified and functional commands (PACOM, CENTCOM, EUCOM and NATO, STRATCOM and TRANSCOM), the National Security Council staff, and the staff of the Department of Homeland Security. During the distributive phase, students used the crisis action-planning (CAP) model as a guide. Using CAP, students experienced interagency cooperation, coordination, and competition as they developed and coordinated their campaign plans. At Maxwell Air Force Base during the war gaming phase, they came together to execute their plans in a dynamic free play environment.

The exercise developments in response to the participants' actions and decisions, not by scripts or a master scenario event list. This challenges the students to increase their understanding of the interagency process, the elements of national power, emerging technology, and joint and combined operations in a fast pace dynamic environment. This unique and dynamic nature of the exercise makes JCLASS one of the U.S. Army War College's more valuable tools in its mission to prepare the leadership for the challenges of tomorrow.

CENTER FOR ARMY ANALYSIS AND U.S. ARMY WAR COLLEGE AGREEMENT

*By Mr. Chip Cleckner and Dr. Allen Miller
Operations Research Group*

The Center for Strategic Leadership hosted the semi-annual exchange between the Center for Army Analysis (CAA) and the U.S. Army War College to discuss current and future political military gaming and modeling efforts to support Army analysis and education.



Major General Ivany, Commandant of the U.S. Army War College, and Mr. E.B. Vandiver, Director of the Center for Army Analysis sign an addendum to their Memorandum of Understanding in Collins Hall.

The meeting began with a special ceremony at which Mr. E.B. Vandiver, Director of CAA, and MG Robert Ivany, Commandant U.S. Army War College signed an Addendum to the Memorandum of Understanding originally signed on 3 December 1991, between the CAA and the U.S. Army War College. The purpose of the addendum was to improve coordination and collaboration on strategic research and analysis efforts.

Following the signing ceremony, representatives from CSL, the Strategic Studies Institute of the U.S. Army War College (SSI), and CAA presented overviews of research work on current projects, including the following:

- Disciple—Center of Gravity (Dr. Gheorghe Tecuci)
- Information in Warfare (Prof Dave Cammons)
- Reconstructing Iraq: Insights, Challenges, and Mission for Military Forces in a Post Conflict Scenario (Dr. Conrad Crane)
- Lessons Learned from SCE 03 (COL Mark Van Drie)
- Strategic Experiential Education Group (MAJ Jeffrey Sterling)
- PYONG HWA 2002 Political Military Seminar (Mr. Greg Andreozzi)
- Mission Task Organized Force Decision Support System (Mr. Duane Schilling)
- PEGASUS 02 Political Military Game (Mr. John Elliott)
- CAA's Crisis and Instability Forecasting Capabilities (Dr. Sean O'Brien)

At the conclusion of the exchange, Mr. Vandiver and Professor Campbell, the Director of CSL, agreed that the next meeting would occur at the Center for Army Analysis later this year.

UNITED STATES SPECIAL OPERATIONS COMMAND SPECIAL OPERATIONS FORCES ANNUAL EDUCATION CONFERENCE 2003

*By COL Eugene L. Thompson
Joint and Multinational Initiatives Branch*

Colonel Charley W. Higbee, Director, Special Operations, Department of Military Strategy, Planning, and Operations (DMSPO) and Colonel Eugene L. Thompson, Director, Special Operations, Strategy, and Plans, Center for Strategic Leadership (CSL) participated in the annual United States Special Operations Command (USSOCOM), Special Operations Forces (SOF) Education Conference hosted by the Joint Special Operations University (JSOU) from 8 to 10 July 2003, at Hurlburt Field, Florida. Participants included SOF educators from educational institutions throughout the Department of Defense as well as the interagency community.

The theme of this year's conference was "SOF Education as an Enduring Weapon in the War on Terrorism." Keynote speakers included General Charles Holland, the Commander, USSOCOM, and Brigadier General Donald Wurster, who recently became the Director,

Center for Special Operations Intelligence and Information Operations (SOIO), USSOCOM, after relinquishing command of Special Operations Command Pacific (SOCPAC). Their presentations, related to recent operations during the War on Terrorism (Operation Enduring Freedom in Afghanistan and the Philippines and Operation Iraqi Freedom), emphasized the continued importance of educating the force to meet the complexities of today's engagements and of transforming SOF warriors, providing capabilities relevant to the service of our nation in the future.

SOF faculty chairs and representatives from the National War College, the U.S. Army War College, the Air University, the Industrial College of the Armed Forces, the Naval Post Graduate School, and the U.S. Army Command and General Staff College, presented updates on SOF professional military education (PME) and curriculum development within their respective institutions. The National War College also provided a briefing about the "Interagency Transformation, Education, and After-Action Review." Representatives from the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (ASD SO/LIC) gave presentations on the "Regional Defense Counterterrorism Fellowship Program and Special Operations Strategy and Initiatives."

Brigadier General Paulette Risher, President, JSOU, briefed SOF "Education Integration" and the goals of the conference:

- To produce inputs for the development of processes to inform the establishment of USSOCOM academic priorities
- To improve integration of SOF lessons learned into training and education curricula
- To improve and expand E-learning to better support SOF warrior educational requirements

The sixty participants in the conference organized into three breakout panels (academic priorities, integration of lessons learned, and E-learning) to consider and provide recommendations for the way ahead. In plenary session, representatives of each breakout panel briefed their recommendations:

Academic Priorities Panel

1. Establish SOF Educational Objectives
2. Establish a SOF Education Integration Team
3. Influence Core Curricula
4. Provide Support Resources
5. Support SOF PME Students

Integration of SOF Lessons Learned Panel

1. Establish a formal process
2. Education requirements
3. Strengthen SOF Educational Consortium (include STRATCOM)

4. Conduct SOF Lessons Learned Conference

E-learning Panel

1. JSOU designated executive agent for E-learning in USSOCOM
2. Establish joint advanced distributed learning integrated product team
3. Implement preliminary software system for interactive E-learning environment
4. Conduct curriculum analysis/determine E-learning requirements

These recommendations were unconstrained and will be reviewed by JSOU for acceptability and further development for presentation to the USSOCOM Board of Regents for modification, approval, and incorporation into USSOCOM policies and programs as appropriate.

STRATEGIC LEADER EDUCATION PROGRAM MOVES TO COLLINS HALL

By LTC Chris Fulton

Department of the Army Support Branch

The Strategic Leader Education Program, consisting of the Strategic Leader Staff Ride (SLSR) as well as the Strategic Leader Seminar (SLS), is now formally sponsored and executed by the Center for Strategic Leadership. Prior to this time, the Strategic Studies Institute sponsored this program. The objectives of the program remain the same: to increase awareness and exchange insights on the most important strategic issues facing the Army, academia, the government, and the business community, as

well as to establish a foundation for mutually beneficial, long-term professional relationships and exchanges. These objectives were fully met during two SLSRs conducted this quarter.

The attendees of the initial SLSR, conducted by CSL on 4 and 5 April, included members of the Senate Republican Leadership. This esteemed group included Senate Majority Leader Bill Frist (R-TN), Senate Republican Conference Chairman Rick Santorum (R-PA), National Republican Senatorial Committee Chairman George Allen (R-VA), the Senate Republican Policy Committee Chairman Jon Kyl (R-AZ), and Mr. Mark Rogers, the Director of the Senate Republican Conference Staff. The SLSR format was well received by the participants and provided many opportunities to discuss leadership and leader development. On 4 April, the senators received a tour of the Gettysburg battlefield led by Professor Len Fullenkamp of the USAWC faculty and attended a dinner hosted by the Commandant, MG Ivany. On 5 April, the senators received presentations in Root Hall from faculty members on topics that included Crafting Strategy, Organizational Culture, Leading and Managing Change, and Commander's Intent and the After Action Review.

The SLSR program continued 20-22 May with a mixed group of seventeen individuals from the USAWC Board of Visitors as well as other friends of the War College. Included in this group were dignitaries in business, education, and government. Even the world of sports was represented as Mr. Lynn Swann, a well-known and respected sports figure, a member of the Professional Football Hall of Fame, commentator, and Chairman of the President's Council on Physical Fitness and Sports,



Senior leaders listen as War College faculty bring the battle of Gettysburg alive as part of the U.S. Army War College's Senior Leader Staff Ride Program



attended the staff ride. As with the first ride, the attendee's response to the Gettysburg experience and the presentations and discussions with the USAWC faculty on strategic leader issues and techniques was positive. The attendees departed Carlisle Barracks with a better understanding of how the Army functions at the strategic level and how the War College supports the development of the future leaders of the Army.

The Strategic Leader Education program will continue to support and improve the critical strategic communications objectives of the War College. The resounding success of this program is a result of the outstanding support and energy provided by the USAWC faculty, which is greatly appreciated by all associated with the effort.

CIVIL-MILITARY COOPERATION TO PROTECT THE ENVIRONMENT IN SOUTH AMERICA

*By COL (Ret.) Art Bradshaw
National Security Issues Branch*

The U.S. Southern Command (SOUTHCOM) sponsored a conference entitled "Exploring Opportunities for Civil-Military Cooperation to Protect the Environment in South America" in Montevideo, Uruguay from 12 to 15 May 2003. This is the second Conference around this general theme. The last was in May of 2002 in Paraguay.

The conference brought together 116 participants from twelve countries representing the militaries of the region, academia, and Ministries of the Interior and the Environment. Representing CSL, Dr. Kent Butts, Professor Bernie Griffard, and Colonel (Ret.) Art Bradshaw served as masters of ceremony and facilitators for the conference.

Environment is an important topic to the region, to individual countries, and to the militaries.

This conference emphasized that the militaries have capabilities that mesh with environmental needs (transportation, command and control, communications) and that, because the environment is a national resource, the military has a role in protecting that resource.

The conference also raised the possibility of cooperation in dealing with rapidly evolving threats. These include environmental terrorism and the negative impacts of the drug trade and the trade in endangered species.

For the governments and the people of the region, the environment can either be a potential source of conflict or cooperation. Environmental issues don't recognize borders, so regional cooperation is critical. This conference and future conferences are designed to play a role in creating and sustaining such cooperation.

REVIEW OF RESERVE COMPONENT PORTRAYAL IN ARMY WAR GAMES AND EXERCISES

*By LTC (P) Thomas Murray and Prof. James Kievit
Department of the Army Support Branch*

In September 2002, the U.S. Army War College (USAWC) embarked on a series of workshops and seminars designed to ensure the realistic portrayal of the Reserve Components (RC) in Army War College and Army exercises and to further the understanding of RC issues within the curriculum of the Army War College.

The Reserve Component Post-Exercise Review Seminar scrutinized the portrayal of reserve component forces in the recently concluded

USAWC Strategic Crisis Exercise, the joint Senior Service Colleges' Joint Land, Aerospace, and Sea Simulation, and the Joint Forces Command and U.S. Army transformation war game Unified Quest 2003.

The USAWC Strategic Crisis Exercise is designed to integrate and apply student-acquired knowledge in the pursuit of strategic and operational art within the framework of crisis action planning and execution. The Joint Land, Aerospace, and Sea Simulation serves as a practicum in the design and execution of theater-level campaign planning for students from all the military Senior Service Colleges. Unified Quest 2003 was a joint war game that explored military transformation issues in a joint environment with multinational forces/players and with metrics to aid concept experimentation related to integrated global operations, joint concept integration, joint effects generation, and alternative options for echelons of battle command.

Reserve Component Post-Exercise Review Seminar attendees included National Guard and U.S. Army Reserve general officers; military active and reserve component representatives from the Joint Staff, U.S. Northern Command, U.S. Army Training and Doctrine Command, U.S. Army Forces Command, National Defense University, National Guard Bureau, and the Office of the Chief Army Reserve, as well as civilian representatives from a variety of Department of Defense organizations.

National Guard and USAR subject matter experts provided component updates, and participant breakout groups examined RC issues related to each of the three subject exercises. The breakout groups shared their findings with all participants in a concluding plenary session. Specific information about the findings of the seminar are available on the CSL web site.

This publication and other CSL publications can be found online at <http://www.carlisle.army.mil/usacsl/index.asp>.

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